

## **Induction Programme for newcomers in Eurostat - a career development and forward planning project**

### **Abstract**

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*The idea of an induction programme for newcomers in Eurostat (Young Professional Statisticians Induction and Learning Offer for Newcomers – YPSILON) was launched in the context of career development in Eurostat and the evolving changes related to the production methods of EU statistics which have considerable implications on the professional competencies of staff in Eurostat.*

*After two years of internal discussion and preparatory work, this programme, which has a limited number of places, is running in 2012 for the first time.*

*The main objective of this programme is that newcomers at Administrator level gain relevant working experience in more than one specific statistical domain and acquire knowledge about Eurostat. The programme consists of a combination of work-place rotations and compulsory training sessions. Therefore, the participants who follow this programme will have a much broader view of the organization as a whole and will be trained in several different domains from the beginning which range from statistical production to national accounts, dissemination, IT issues and horizontal work. In this way, they will be more likely to have very good career perspectives and possibilities for personal development within the organization. In addition, the organization will benefit from this broad work experience of the participants.*

*The duration of the induction programme will be 27 months in total. In this period the new recruits will be assigned to three different areas:*

- three different statistical domains or*
- two statistical domains plus one horizontal domain.*

*The following elements are included in each induction programme: statistical production work, preparation of legal acts, contract management and contribution to task forces or working groups including giving presentations and drafting minutes. These different assignments will be complemented by compulsory, but individually adapted training courses, as well as mentoring.*

*The purpose of this paper is to present the YPSILON programme and to take stock of the achievements reached so far and report on the challenges faced.*

## Table of contents

1. Introduction .....	3
1.1 Scope.....	3
1.2 Background.....	5
2. Methodology .....	6
3. Building the induction programme.....	7
3.1 Best practice review .....	8
3.2 Internal consultation and analysis for further improvement.....	9
3.3. Identification of candidates and recruitment procedure .....	12
3.4. Assignments and duration of the induction programme.....	12
3.5 Retention of participants.....	14
4. Intermediate evaluation of YPSILON after recruitment phase .....	15
5. Recommendations and Challenges.....	18

### 1. INTRODUCTION

#### 1.1 Scope

This paper presents Eurostat's<sup>1</sup> project of developing its own career path by targeting newly recruited administrators<sup>2</sup> working in its core business of statistics. Furthermore, it takes stock of the achievements reached so far and reports on the challenges faced.

The importance of this project was recognised by the Eurostat management board, the so-called Director's meeting (DM), when approving the ex-ante evaluation of this career development and guidance project in April 2011<sup>3</sup> by focusing on the development of career paths for newly recruited Statistical

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<sup>1</sup> Eurostat is the Statistical Office of the European Union and is one of the Directorate Generals of the European Commission. It is situated in Luxembourg

<sup>2</sup> Administrator (AD) career is one of the two categories for permanent officials in the EU Civil Service; Minimum educational requirements vary according to the position. In general, a university degree is required as minimum educational requirements for all AD level positions. Relevant work experience in the domain of the open competition may be required in addition. The second category is the assistant (AST) (EPSO, 2011).

<sup>3</sup> DM Eurostat of 19th April 2011 and respective minutes

Officers<sup>4</sup>. The project tries to combine and to balance the expectations of the individuals with the business goals of Eurostat (Holbeche, 2007; Baruch, 2004). It aims at aligning the development goals of individuals and career management activities with the future business needs of Eurostat. Eurostat's decision to re-engineer the production method of EU statistics at Eurostat and in the European Statistical System (ESS)<sup>5</sup> will require some new skills and competences in the future. Therefore the project should prepare newly recruited staff for new working methods and approaches as regards the production of EU statistics, improve the flexibility of the workforce in the future and help retain competent staff. In addition, the project takes into account, as far as possible, the expectations of individuals and their career anchors (Emery and Gonin, 2009). At the same time this will have a benefit for Eurostat by promoting working across boundaries (Holbeche, 2007). The new recruits are required to occupy posts in different statistical fields or in more horizontal working domains during their first years in Eurostat in order to build up their 'competency capital' and to adapt their profiles to what is needed in the future. In order to achieve this, the idea is to implement a strict mobility plan for these newcomers with the profile of Statistical Officer.

The project does not understand career as climbing the hierarchical ladder, but as a process to collect experiences in different working areas through a series of lateral moves (Holbeche, 2007; Baruch, 2004). Career is defined as accumulating and transferring competencies from one job to another by broadening the expertise of the person (CIPD, 2011).

Competencies are understood in this paper to be the combination of knowledge skills and behaviour (CIPD, 2011).

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4 The standard job profile of AD staff working in the core business statistics in Eurostat: to contribute to the implementation of the statistical programme in the domain of "xxx"statistics.

5 Commission Communication COM(2009)404 Communication from the Commission to the European Parliament and the Council on the production method of EU statistics: a vision for the next decade

## 1.2 Background

In Eurostat, as in many other public institutions, there is no career development other than through a traditional career path of climbing up the hierarchical ladder (Baruch, 2004).

Eurostat, favours cross cutting work in particular linked to its "vision", but is in general faced with a less mobile population in the core business statistics. People still expect an upward progression instead of understanding career as a gain of expertise in lateral and cross-functional moves (CIPD, 2011). The internal HR reports show that most people tend to either stay for more than five years in their post or they leave Eurostat relatively quickly after recruitment.

Therefore the DM decided to focus on new recruits, giving them an overview about the tasks of Eurostat from the beginning which will enable them to be used in a more cross-cutting approach. The following key issues were highlighted in the DM discussion on 19 April 2011 as regards the development of an induction programme:

- the identification of staff members who will be eligible for the scheme (newcomers)
- the way the scheme will be implemented (inception period, initial pooling of staff or traineeship, appointment decision...).

Furthermore the DM Seminar of October 2011 agreed to allocate six AD posts from the 2012 HR allocation to this induction programme<sup>6</sup>. This enables the use of these posts for the induction programme without sacrificing any operational posts. It will permit the move of the new recruits with their posts from one domain to another during the period of the induction programme.

As regards Eurostat's experience with big wave recruitments and the retention of staff, it is important to review the situation linked to the previous open EU competition for Administrators in the field of economics and statistics

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<sup>6</sup> DIRECTORS' SEMINAR, 6-8 October 2011, Mondorf, Agenda point 3, Doc. No. 3.3.5 "HR allocation 2012 – FRAME 1: State of play 2011 and Implementation 2012"

(EPSO/AD/29/05). Eurostat recruited, between July and November 2007, 13 staff from the reserve list of the competition in question. In 2012, only 7 out of these 13 staff are still working in Eurostat. The first departure was after 15 months and the last one in February 2011, after three years and seven months. All staff members who left moved to other Directorate Generals of the Commission, all of them based in Brussels (DG COMP, DG ECFIN, DG SANCO and DG HR)<sup>7</sup>. In other words, the retention rate was only slightly above 50%.

When looking more in detail one can notice that the older new recruits and female recruits with family represent the most stable population.

Looking at the reasons behind the departures, as far as the author, Eurostat's career guidance officer knows, most of them left for better career prospects and personal development reasons, or in Schein's words, for pure challenge or lifestyle (Schein, 1996). In addition, some have not been satisfied with their tasks and/or their managers. In addition, some career promises have not been kept.

## **2. METHODOLOGY**

The research context of this project was based on the reflection of how to best develop a career path or a kind of induction programme for new recruits providing them with the necessary competencies for the future and retaining them in Eurostat.

It was decided to review best practice from other public administrations working in the domain of statistics and to make an analysis of the feasibility of such an induction programme within the statutory framework of the European Commission weighed against the perceived challenges and risks of this project.

The data collection involved two meetings targeting career issues with representatives of Statistical Institutes (INSEE<sup>8</sup> on 22 October 2010 and

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<sup>7</sup> DG COMP = Competition, DG ECFIN = Economy and finances, DG SANCO = Health and consumer protection, DG HR = Central Human resources service of the Commission

<sup>8</sup> INSEE is the abbreviation for the French National Institute of statistics and economics studies.

Statistics Canada<sup>9</sup> on 27 September 2011 - see Annex 1). Additional information was found in the respective documentation provided by the interview partners.

In addition, the data collection is based on comments received by an ad-hoc support group advising and supporting the specific project. This group was composed in total of six line managers and two statistical officers who already work in Eurostat, a junior one and a more senior one with varying years of working experience. A pre-draft version of the induction programme was provided to them, leading to comments and suggestions. They provided written comments, counterproposals and improvement measures based on their own point of view and their own experience.

The advantage of this approach is that the development of the project benefits from group dynamics and the interaction of the different team members. As far as possible, the comments provided by this group have been carefully analysed by the HR unit and incorporated in the induction programme.

### **3. BUILDING THE INDUCTION PROGRAMME**

The project aims at newcomers, giving them an overview of the tasks and the DG as a whole from the beginning of their career. The ideal situation would be that each future staff member would start working in Eurostat with a similar induction programme which would promote a more cross-cutting statistical view which fits perfectly with Eurostat's vision about the change of production of European statistics (European Commission, 2009).

The reason for the development of an induction programme is two-folded: to help new recruits to achieve a successful and rewarding career while building up a 'competency capital' for Eurostat's future needs (Holbeche, 2007; Baruch, 2004), namely in the light of the re-engineering of statistical production. To this end, different actions seem necessary: from identification of the new recruits to their 'retention' in Eurostat. Nevertheless, the ideal

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<sup>9</sup> Statistics Canada is an agency of the Canadian state required to "collect, compile, analyse, abstract and publish statistical information relating to the commercial, industrial, financial, social, economic and general activities and conditions of the people of Canada."

situation is not feasible due to resource constraints in Eurostat and in the Commission as a whole (European Commission, 2011). Therefore in 2012 the induction programme can only be launched as a pilot project for 6 new AD recruits.

### 3.1 Best practice review

Experiences and best practice from other statistical organisations have usefully been considered beforehand in order to develop a pilot project of an induction programme in Eurostat.

The table in Annex 1 shows the detailed specifications of the two approaches as well as, in the third column, a feasible induction programme for Eurostat which takes into account the Commission working environment.

The main aim of Statistics Canada is to strengthen the cross-cutting work experience. The main advantages are - for both the employer and the employee - that the new recruit has a much broader view of the organisation as a whole; he/she is trained in several different domains from the beginning and is therefore likely to have very good career perspective and possibilities for personal development in the organisation (Statistics Canada, 2011b). The other convincing factor is the long term positive experience of Statistics Canada. The more manageable duration of the programme is more in line with Eurostat's needs and also facilitates an evaluation of the outcome in a reasonable time frame (Garrow and Hirsh, 2008). The combination of workplace rotation and compulsory training sessions is a positive element (Ulrich, 1997). Another similarity with Eurostat is that the new recruits in Canada in addition have different educational backgrounds.

INSEE has a compulsory mobility programme in place enabling staff to learn more about the whole organisation by lateral moves (Emery and Gonin, 2009; Holbeche, 2007; Baruch, 2004) and therefore increase the employability of staff members internally in the organisation. INSEE mainly recruits staff with a



similar educational background from its own school (INSEE, 2011). Therefore this programme consists mainly of compulsory rotation to medium-term assignments, which enable an evaluation of the outcome as well, but only on a medium or long-term perspective. The impossibility of evaluating the outcome of the programme over a medium-term perspective is seen as being too costly in the light of the Commission's resource constraints.

Therefore, the induction programme of Eurostat more closely follows the Canadian model by adapting the main ideas of the induction programme to the working environment of Eurostat as part of the Commission and the respective Staff Regulations<sup>10</sup>.

### 3.2 Internal consultation and analysis for further improvement

The comments and suggestions provided by the project ad-hoc support group illustrate the relevance to further develop this best practice.

When analysing the comments in depth, it should be noted that they are mainly about the duration of the induction programme, the duration in the different assignments and the balance of the assignments between the different statistical and/or horizontal domains. The strongest comments are about the rotation assignments in the horizontal working domain and the rigidity of the rotation system and the training programme proposed.

In addition, very helpful ideas have been provided in order to improve the programme: reflections about the selection method for the hosting units, the adaptation of the programme to the annual work cycle, the integration of candidates' expectations and preferences. In addition, it was proposed to also include participants with a strong IT profile.

After balancing the comments received, the following elements have been integrated in the development of the induction programme:

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<sup>10</sup> Statute is the European Council regulation laying down the staff regulations of officials and the conditions of employment of other servants of the European Union.

- It is important that the selection of the participants is done very carefully in order to match the expectations of the individuals and the business goals of Eurostat (CIPD, 2009; Holbeche, 2007; Baruch, 2004)). It is therefore recommended to provide detailed information about the induction programme to the laureates before the interview to establish an understanding about the conditions and expectations. They should also be informed that due to the high investment from both sides (organisation and newcomer), it will be expected that they stay at Eurostat for a minimum of three to five years after the completion of the induction programme. The selection panel interviewing the candidate should be composed of members from the different Directorates.
- In order to better balance the statistical orientation of the programme, a shorter assignment period in the horizontal units is foreseen (only three months) in order to put more emphasis on the statistical areas.. In addition, it could be of benefit for the new recruit and the organisation to align the induction programme with the annual work cycle of twelve months. Therefore the final rotation programme (duration of each assignment and selection of the host unit) is determined after the selection interview in agreement with the selection panel at corporate level. Furthermore the competencies and preferences of the selected candidates could be taken into account, but by retaining the best practice of Statistics Canada to have one assignment outside the educational background and experience of the selected candidate.
- Concerning the selection of the possible hosting units a "competition" between the units that have shown an interest in hosting participants was launched. The units were asked to provide a programme description for a potential assignment in their unit to the HRM unit. Consequently, the hosting units could then be chosen on the basis of these programme descriptions which should contain an exact description of how the learning and development will be carried out, the concrete contents and the potential learning outcomes (Hirsh, 2009a).
- The start date of the induction programme will depend on the recruitment procedure with DG HR and in particular on the availability of candidates; some may have a longer period of notice to leave his/her

current job. Hence, there is no possibility or any need to have the same start date for all the selected candidates. The programme can run with overlapping periods.

- In order to ensure the quality of the performance assessment after the probationary period, the first rotation assignment should be considered as the home unit. Nevertheless, after the completion of the programme the participant should only return to the home unit if he/she has not successfully applied for a vacant post in Eurostat during the last months of the last rotation assignment , according to individual preference. This return to his/her first rotation assignment with his/her post should be limited to a maximum period of six months. This limitation seems necessary to allow the use of the post in question for another newcomer and to promote mobility.
- The induction programme is a pilot project with 6 participants and it therefore seems better to concentrate primarily on one stream which should be statistics. Furthermore, this will facilitate a solid evaluation of the programme.
- As regards the training linked to the induction programme, it consists of compulsory training courses and on-the-job training. The exact tailor-made configuration of the training programme for each recruit will be individually discussed between the participant, the HRM unit and the learning and development team. It should be noted that the posts are an extra resource for each hosting unit, but the participants should mainly learn on-the-job about the organisation by, as far as possible, contributing to the work in the hosting unit.

However, it seems that the careful preparation of such a new programme as a career path for newcomers and the good understanding and support of senior management are key factors for its future success (Ponsford and Borley, 2007).

The induction programme is based on planned experiences (Hirsh, 2009b; Ulrich, 1997) by job rotation, job shadowing, accompanying learning actions

and coaching. The most effective and prevalent ways in which people learn at work are through on-the-job training and learning from experience (Marchington and Wilkinson, 2008).

### 3.3. Identification of candidates and recruitment procedure

The induction programme should address real newcomers without any work experience in Eurostat. It is important to note that in early 2012 the reserve lists of the open competitions in the domain of Statistics (EPSO/AD/206/11 (AD5) and EPSO AD/207/11 (AD7)) became available, allowing Eurostat to identify appropriate candidates for this programme from these lists. Furthermore, line managers in Eurostat have actively participated in these competitions as members of the competition juries by preparing the respective tests and evaluating the applicants, both in close cooperation with EPSO<sup>11</sup>.

Until now, all recruitments in Eurostat have been done for a specific vacant post in a specific unit. This will be different for this induction programme. As the recruitment is not for a specific post but for an induction programme, it will be necessary to have a slightly different, more strategic approach towards the selection and interview process (Baruch, 2004). It is not a specific unit recruiting a newcomer; it is Eurostat recruiting him/her and investing in developing them for the workforce of the organisation through participation in the induction programme (Garrow and Hirsh, 2008). Therefore the selection panel is composed of representatives from different Directorates and the Head of the HRM unit acts as the recruiting manager. The selection panel at the corporate level increases the degree of transparency and objectivity involved in selecting candidates for the programme (Garrow and Hirsh, 2008).

### 3.4. Assignments and duration of the induction programme

The newcomers should be assigned during their first 27 months in Eurostat to a minimum to three different statistical domains or to two statistical and one horizontal domain. In addition, these rotations will be accompanied by tailor-

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<sup>11</sup> EPSO is the European Personnel Selection Office and is responsible for organising all open competition.

made and compulsory training courses. The different rotation possibilities according to Eurostat's organisation chart can be presented as follows:

- I Vertical statistics: Directorates E, F and G
- II Accounting (National accounts and GFS): Directorates C and D
- III Horizontal issues - Corporate statistical and IT services, Cooperation with ESS and Resources: Directorates A and B

Furthermore, as far as possible, the rotation assignments should take into account the interests/wishes of the laureates chosen to maximise their satisfaction with the induction programme (key factor for retaining them in Eurostat). This should be discussed with them in an informal discussion with the HRM unit and during the selection interview. However, one of the rotation assignments should fall outside the domain and education of the laureates, in order to test their willingness and the potential for the newcomer to acquire new knowledge and skills and his/her capacity to adapt to a new domain of work.

Due to the compulsory nine month probationary period (Art 34, paragraph 1 of the Staff Regulations), the first rotation assignment for an official should be nine months at least so as not to need the intervention of different reporting officers. Therefore the design of the induction programme foresees a first assignment of a minimum of nine months. Although nine months might not give enough time for learning all about a specific statistical process, but it will allow the newcomer to gain - in combination with a compulsory learning and development programme - sufficient knowledge about the specific domain and to contribute to the specific statistical process.

The first rotation assignment is a key factor for the successful implementation of the induction programme. It is important that the reporting officer for the first rotation assignment follows up/monitors the newcomer very carefully/closely in order to be able to rigorously evaluate the performance and the potential of

the newcomer at the end of the probationary period. The respective Director of the first rotation assignment plays an important role in supervising the evaluation of the performance and the potential of the new recruit.

Unit	Domain	Duration	Period	Conditions for candidates
A2	Recruitment and career, horizontal HRM processes	3	second or third	interest in HR/management
A3	Learning and Development;	3	second or third	N
	Strategic planning and reporting	3	second or third	N
A3	Learning and Development; Strategic planning and reporting	6	second or third	N
B4	Information systems for statistical production	12 or 9	second or third	N
B5	Implementation of SDMX in statistical domains	9 or +	second or third	N
B6	Dissemination and dissemination products	9 or +	second or third	purely statistical profile
C1	ESA 2010 and Quarterly Sector Accounts	9 or 12	first due to meeting schedule	basic knowledge of economics and/or statistics
C2	Main aggregates in NA	9 or 12	second or third	background in macro-economics and/or time series, EXCEL
C3	consumer price surveys survey methodology, confidentiality	9 or 12	first	basic knowledge of economic statistics
C4	Euro-indicators/PEEIs	9 or 12	first due to meeting schedule	
C4	Indicators for long term development (SDI, Europe 2020, globalisation)	9 or 12	all	
C5	HICP and PPP	9 or 12	all	basic knowledge of economic statistics
D2	EDP issues, EDP country desk	12	all	Knowledge of Italian would be an asset.
D3	EDP issues, EDP country desk	12	all	
E1	Harmonisation of data collection; implementation of standard tools	12	first due to legislation schedule	
E1	Agricultural and fisheries statistics	12	first	
E5	Monitoring climate change in the field of energy statistics	9	first	
F4	Child poverty and wellbeing	12	first	Degree in statistics, economics or quantitative social science experience in household survey etc.....
F5	Education finance statistics - methodology	9 or 12	all	
G2	FATS, SBS, business demography and PRODCOM	9 or 12	first	background in statistics and/or economics
G5	External trade statistics - data production	12	second or third	

first assignment

second or third assignment

all periods of assignments

### 3.5 Retention of participants

Given the experience with the recruitments following the last big AD recruitment wave in 2007, it is important to retain the laureates participating in this induction programme, even more so because the investment on Eurostat's side in terms of time and money is much higher than in the past.

Therefore, it is important to present and to explain the induction programme to those being interviewed for these posts.

Eurostat, as part of the Commission, cannot request the new recruits to sign any binding contract forcing them to stay for at least five to seven years in Eurostat. The only possible approach is to count on, the, so-called 'psychological contract' between the employer and the employee. In order to get this 'psychological contract' right, Eurostat has to focus on encouraging performance and develop high-commitment work practices. The new recruits should focus on employability and job portability. The new recruit's employability will depend on the knowledge, skills and abilities they will acquire during the induction programme, and the way they will use them. Those knowledge, skills and abilities will not depend on a fixed job but will be 'portable' from one job to another (Holbeche, 2007).

However, this contract might be negatively influenced by excessive workload, the job holder's perception of unfairness and their working conditions... The difficulty to retain the laureates of the previous AD competition could be evidence of this. Therefore it is important that promises/commitments about job security, career development and the demands of the job and workload are kept and that the job holder can trust the management to take into account his/her interests. Moreover, it is important that the recruit feels that he/she is treated fairly and that feedback and recognition are given (Holbeche, 2007). The perception that management deals in a fair manner with work-related problems is the strongest indicator of staff commitment (Dollard, 2010).

#### **4. INTERMEDIATE EVALUATION OF YPSILON AFTER RECRUITMENT PHASE**

The reserve list of laureates of the AD5 competition in statistics (EPSO/AD/206/11 Administrators (AD5)) was published on 16 February 2012. In total, there were 33 laureates on this list (ratio: 65/35 men/women).

Immediately after the publication Eurostat's HR unit started to analyse the CVs and competences passports of the laureates and chose 16 candidates to contact. The two internal female laureates were not contacted for YPSILON, because both Eurostat units were able to recruit them directly.

On 24 February 2012 a mail message was sent to the 16 selected laureates (ratio: 7/9 men/women) including a short presentation of the YPSILON programme and asking for a show of interest in participating in YPSILON. Unfortunately, the immediate response rate was very low (only three replies). Therefore reminders were sent to individual laureates

A first round of eight interviews took place during the period of end March to end of April/beginning of May 2012. But only three out of the possible six recruitments could be launched after this first round of interviews.

On 24 May 2012 the above mentioned mail message was sent again to 12 other laureates of the AD5 competitions in statistics (5 male and 1 female) and economics (4 male and 1 female). The second interview round (5 in total) was organised between 20 June and 6 July in order to fill the three remaining posts.

Overview table:

Laureates	Interested in YPSILON	Not interested	Interviewed	Selected	Withdrawn	Recruited for YPSILON
Female	6	3	5	2	5 for different reasons	1
Male	8	9	8	5	2 (job in ESTAT unit)	5

The main reason given for the refusals was either a preference to be recruited in Brussels or certain unwillingness due to private reasons to stay in Eurostat for five to seven years. One of the female laureates withdrew her application due to a job offer in Brussels.

Unfortunately, only one female laureate could be recruited for YPSILON, despite the fact that Eurostat seeks to increase the rate of female AD staff in non-management positions.



Some of these laureates were also interviewed in parallel for open vacant posts in different units (2 male and 2 female recruits in units F2, E4, E1 and 02).

With the benefit of hindsight it might have been better not to invite candidates for YPSILON as well as for normal vacant posts in parallel. When given a choice, some of them preferred not to be recruited for YPSILON. On the other hand, at least one person was "lost" by not recruiting her on a vacant post and by only offering her YPSILON. Some of the candidates had the impression that the positions offered in the YPSILON programme were very junior with little responsibility and visibility and given their professional experience they did not want to participate in further training. The learning possibility was seen only by some as a clear advantage.

It should be noted that these laureates are all from the so called "Y-generation" who are tech-savvy, family oriented high achievers as described in recent literature on this subject. These characteristics were visible to Eurostat's HR unit. Some laureates asked for partner support programmes or clearly prioritised family over work. It seems that they exchanged views and about the YPSILON programme via Facebook or similar sites.

The recruitment procedure took a relatively long time due to the following factors: relatively heavy administrative procedure to recruit from the open competition, organisation of medical visits and the availability of the selection panel, unforeseen difficulties to convince DG HR<sup>12</sup> of the programme and these recruitments.

Conclusion: the experience of Eurostat's HR unit from the selection phase of the YPSILON programme is that it was much more difficult to attract candidates to the programme than expected, despite the current difficult labour market conditions, and that the "uniqueness" of the programme at the level of the Commission created some additional delays.

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<sup>12</sup> Directorate General of the European Commission responsible for Human Resources Management

## 5. RECOMMENDATIONS AND CHALLENGES

It should be noted that it is very important to make an ongoing, careful evaluation of the induction programme based on input from all parties concerned: new recruits, line managers, senior management and HRM . The induction programme should be viewed as a living process that can undergo change and fine-tuning during its implementation (Garrow and Hirsh, 2008). As the HRM unit is responsible for the development and implementation of the programme, it is its responsibility to take care of the evaluation, the follow up, the implementation and the rating of the outcome. Nevertheless, the success of this is driven by the accuracy of diagnosis and by acceptance of the clients (Holbeche, 2007).

The following recommendations come from the above analysis and could help to ensure that the project is run correctly and is a success:

- For staff retention, get the psychological contract right from the side of the employer, keep promises and be transparent to the new recruits
- Careful selection and appropriate training as regards the correct and successful approach to coaching for middle managers and other key staff in the hosting unit - responsible for a new recruit on rotation assignments
- Communicate with the future recruits in an honest, clear and frank manner from the very beginning about the induction programme, the procedure, the mutual investment and Eurostat's expectations and the whole range of learning and development actions
- Develop a good follow-up approach by initiating effective career discussions at work (Kidd, Hirsh and Jackson, 2004), personalised career guidance and implement the idea of the personal professional development plan as proposed by Emery (Emery and Gonin, 2009).
- Ideally, the new recruits should each have a mentor accompanying them through the first years. The mentor could be a senior manager in

order to demonstrate support for this programme (Garrow and Hirsh, 2008) or a senior statistician<sup>13</sup> with broad expertise in statistics.

- Develop an ongoing evaluation of the programme to allow measurement of the outcome at each phase of the pilot project and finally to include the aspect of return on investment.
- Make a follow-up of the pilot project with further groups of newcomers following the induction programme in the years to come, if resources cuts so allow.
- Set up an informal junior network for young professionals working in Eurostat with the objective of facilitating knowledge sharing, experience and communication in general
- Further enhance working in multi-disciplinary teams by involving staff members who do not have an HRM background in the evaluation and monitoring of the induction programme.

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<sup>13</sup> This title is attributed for the time being to 13 staff members due to their significant experience in the production process for official statistics, their breadth and/or depth of proven expertise in the production process for official statistics, the number of published articles, their capacity to represent Eurostat externally and internally and their internal and professional recognition.

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## Annex 1

### Comparison of rotation/mobility programmes of Statistics Canada, INSEE and Eurostat

	<b>Statistics Canada Recruit Development Program</b>	<b>INSEE Mobility Programme</b>	<b>Eurostat Induction Programme</b>
Purpose	To help the recruits to achieve a successful rewarding career	To implement compulsory mobility of staff and in addition to broaden experience of staff in different statistical domains	To help new recruits to achieve a successful and rewarding career while building up a 'competency capital' for Eurostat's future needs, namely in the light of the vision and the re-engineering of statistical production <sup>14</sup> and to better retain newly recruited staff
Tools	Combination of workplace rotation and compulsory training sessions	Compulsory workplace mobility after 3 to 4 years on a specific job	Combination of workplace rotation and training sessions accompanied by and in-depth follow-up programme from the beginning
Deeper purpose	"what we do and how we do" (Statistics Canada, 2011b) Learning new skills, gain relevant working experience and acquire knowledge about the organisation	Implement compulsory mobility, but as well learning new skills, gain relevant working experience in different domains	Learning new skills, gain relevant working experience in different statistical domains and acquire knowledge about the institution
Training	Training sessions: in-house training, on-the-job training, mentoring sessions and off-site – training In-depth training programme for the new recruit, big investment, e.g. some weeks training about survey techniques	Some training sessions only due to the fact that INSEE staff has followed the same education/school in the beginning	Training sessions: compulsory Commission training for newcomers, compulsory Eurostat training for newcomers and in-house training about statistics, on-the-job training, mentoring sessions and off-site –training In-depth training programme for the new recruit, big investment for the new recruit and Eurostat in terms of time and costs.
Different paths	Different streams for new recruits: EC (Social statistics and economics) stream, MA (mathematical statistics) stream, CS (Computer and information Systems) stream	Only one stream for 'cadre' in statistics	Only one path to start with, only for new recruits administrators with the profile Statistical Officer
Duration	3 rotations of 8 months duration, at least one is out of the experience and education domain of the new recruit Probation period for the duration of the program	3 to 4 compulsory rotations of 3 to maximum 4 years duration; fixed annual mobility cycle taking place in September each year	3 rotations of 9 months duration; 9 months duration is chosen due to the compulsory 9 months probationary period (Art 34, paragraph 1 of the Staff Regulations) <sup>15</sup> ; At least one rotation assignment is out of the experience and education domain of the new recruit
Conditions	New recruit belongs somehow to their first rotation division (not done in the beginning, but changed in between) Ownership of the first rotation division in order to feel responsible for the performance assessment of	Staff belongs to the corresponding division. Assessment is done by the respective management. Specific career guidance is delivered to staff approaching the three years in post.	New recruit assigned to the first rotation assignment (first unit), including the return of the new recruit in the first rotation division in general after completion of the induction programme Ownership of the first rotation unit

<sup>14</sup> Commission Communication COM(2009)404 "On the production method of EU statistics: a vision for the next decade"

<sup>15</sup> Statute is the European Council regulation laying down the staff regulations of officials and the conditions of employment of other servants of the European Union

	<p>the new recruit. If the recruit has any management capabilities, they are to be mentioned already in this assessment.</p> <p>New recruit returns in the first rotation division in general</p> <p>Good supervision by direct superior in the first rotation division, but as well by the Director concerned who has to approve the performance</p>	<p>All posts becoming vacant September 1<sup>st</sup> each year are published in one go in the beginning of the year in order to give staff the possibility to apply for an upcoming vacant post.</p> <p>Staff should propose three personal priorities for the next compulsory move, normally the next move corresponds to one of the three priorities chosen.</p>	<p>in order to resume the responsibility for the important first performance assessment of the new recruit. Good supervision by direct superior in the first rotation unit, but as well by the Director concerned who has to approve the performance.</p> <p>Any management capabilities should be mentioned already in this first assessment, but as well in the following ones.</p>
Incentive	<p>more salary after the three rotations (promotion to a higher step), somewhat automatic after positive evaluation</p>	<p>Compulsory mobility policy, not linked to promotion, important for further career steps in management positions</p>	<p>Due to dependence on the statute there is no automatic promotion to a higher step including an increase of salary possible in the framework of the induction programme.</p> <p>New recruits in the administrator career are in generally promoted after two to three years in the Commission.</p>
Scarce resources	<p>Reduced budget as well in Statistics Canada, but no stop of the programme, continuing with reduced number following an experience they stopped hiring in the 90ies when it took them a long time to gear up</p>	<p>Reduced budget as well in INSEE as in most public institutions, but ongoing compulsory mobility exercise</p>	<p>There is a high probability of staff cuts in the Commission in the near future. As regards the forthcoming negotiations about the review of the statute<sup>16</sup>, the Commission proposed in June 2011 to reduce staff numbers by 5% in the period 2013 to 2017 through partial non-replacement of staff leaving (European Commission, 2011).</p>
Supporting arguments	<p>Running successfully for about 20 years now, it is engraved in the culture and now a well-oiled machine including positive personal experiences</p> <p>Strong support and commitment from senior management to launch and to continue the programme</p>	<p>Running successfully for about 20 years now and therefore fully engraved in the INSEE</p> <p>Strong support and commitment from senior management to continue this.</p> <p>Well established and specialised career guidance service in INSEE.</p>	<p>Best practice in other organisations (public service and private firms).</p> <p>Experiences form other organisations e.g. Statistics Canada and INSEE have usefully been considered beforehand.</p> <p>Bad retention rate of the last recruitment cohort in 2007</p> <p>Eurostat's vision is based on a more cross-cutting approach as regards the production of EU statistics</p>
Advantages	<p>Good for the employer and the employee; new recruit having a broader view for the institution as a whole; is trained broadly from the beginning and sees good career perspectives</p> <p>Wider range of experience</p>	<p>Good for the employer and the employee: implementation of a strict mobility policy, known by staff, one mobility date per year</p> <p>Wider range of experience</p>	<p>Good for the employer and the employee: new recruit having a broader view for the institution as a whole; is trained broadly from the beginning and sees good career perspectives within Eurostat</p> <p>Eurostat has staff members used to be more mobile and to further develop in different statistical domains including familiar with cross-cutting statistical work, wider range of experience of staff</p>
Career paths	<p>Career paths to management level do not exist, but there is a kind of</p>	<p>Career paths to management level do not exist, but there is a kind of</p>	<p>Career paths to management are developed in parallel by a second</p>

<sup>16</sup> Statute is the European Council regulation laying down the staff regulations of officials and the conditions of employment of other servants of the European Union

	<p>typical progression set out: skills to master, training to be considered as relevant, what needs to be achieved before reaching the next level</p> <p>This is mainly focused on the work; to be excellent in your work, main focus to be excellent , significant contribution to any work, having a good reputation</p> <p>Slow controlled advance is the norm, not the high-flyer</p> <p>Career development is encouraged, talent management is understood as opportunity to progress, no unfair advantage , but help to prepare for selection process</p> <p>Performance management is understood as dealing with underperformance</p>	<p>typical progression set out: skills to master, set of different experiences as broad as possible, demonstrated development of leadership capacity and important work contributions</p> <p>Leadership skills are assessed in evaluation exercise</p>	<p>project called Forward planning. This career path is not for new recruits, but open for them at a later stage after positive development and positive assessment of managerial skills</p> <p>But as well slow controlled advance is the norm: promotions from one grade to the next after three to ours years.</p> <p>Middle management positions (HoU level) only open from level AD9 onwards</p>
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